

INTERNATIONAL CITY MANAGERS' ASSOCIATION

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MUNICIPAL USE OF RADIO AND TELEVISION

How and why should cities use television and radio for public reporting?

How may the media best be used in a public relations program?

Television and radio are powerful tools of communication. Much has been written and continues to be written on the great need to inform citizens on the operations of their local government and at the same time to stimulate them to greater participation. While there is no question as to the need, two of the best tools of communication, television and radio, are used in only a small number of cities.

This report covers the problems and methods of planning, preparing, and presenting municipal television and radio programs based on information obtained by questionnaire from 30 cities. In the development of programs for television and radio, cities should not limit themselves to the types of programs or suggestions for production which are contained in this report. The materials presented here may best be used as a springboard for each city to develop the kinds of programs which will serve best in its particular circumstances. Effective use of television and radio demands imagination and originality, and variation and experimentation are essential.

Characteristics of the Media

There is a distinct difference between television and radio and other tools of communication such as the press, annual reports, leaflets, and special written reports. In addition, there is a wide difference in the presentation of material on television as compared with radio.

One of the best ways to illustrate these differences is by a description of the audience and the time and manner in which materials are presented. The audience for the television or radio program is cultivated. It is a group audience which receives the materials presented at a specific time and no other. The size of the audience can only be estimated afterwards on the basis of the kind and amount of response.

The audience for news items, annual reports, special leaflets, and other printed material is contacted directly through the mails or the newspapers. It is individual in the sense that each person receives the materials presented without reference to anyone else. Time has no bearing because the printed materials are read at a time determined by individual choice. The audience for printed materials can be selected. Mailing lists can be compiled which will record the number of people contacted, place of residence, and even to some extent the socio-economic group to which they belong. Granted that the printed materials may be as equally ignored as the unseen television program or unheard radio program, the fact can be established that materials were at least put into the hands of a specific number of people. No such assurance may be had after the presentation of material on television or radio.

These differences in the kind of audience and the presentation of materials point up the necessity for instant capture of the audience when using radio or TV.

Unlike printed materials which may be read in odd moments or leisure time when other interests are not competing, the radio or television program must prove interesting enough to outbid the many competitors for an individual's time.

Programs must not only be informative and educational but also entertaining in the sense that they are interesting and stimulating. At the very least, programs should provoke sufficient curiosity to sustain attention. Despite the exacting demands of a good television or radio program and the competition from other programs, there is no comparison between the impact of a good TV or radio show and that of printed materials covering the same subject.

Differences between TV and radio in the presentation of materials are primarily differences of technique. Materials presented on radio are addressed exclusively to the ear while on television the emphasis is on vision. These very real differences in technique become conspicuous when preparing the two different kinds of programs. Television is much more demanding of time, personnel, and equipment.

Successful radio and TV programs are neither accidental nor easily achieved. All the problems involved in scheduling, planning, preparation, and presentation should be thoroughly investigated before deciding to use the media. Poor TV or radio programs, either in content or presentation, can be more harmful than no programs.

Cities fortunate enough to have local television stations should take every advantage of the facilities. Television is a new interpretive medium which presents the city government with the challenge of ferreting out the romance and drama of municipal services and their effect on the community and of presenting these ideas with imagination and enthusiasm. Television presents an opportunity to show the citizens those services which affect them so directly. The successful use of television calls for shows which depict the two-way relationship between the citizens and their municipal government, even though it is often easier to develop publicity-type shows (some of which border closely on advertising).

Television provides one means whereby the citizens can more fully become participants in their government. This may be done by using private citizens occasionally as program participants. Often those who are the recipients of city services may most effectively interpret them to others. Those who are directly benefited by municipal services frequently can do a more effective job of "selling" than the city official who may be considered to have a job at stake.

Types of Programs

After having determined the "what" and "when" with respect to content and time, the city will next have to solve the problem of "how." This involves the selection of the best type of program and personnel for getting the message or story across to the public.

The various types of programs which have been used by cities are: interviews, panel discussions, question-and-answer shows, oral reports, demonstrations, films, dramatic presentations, and broadcasts of city council meetings. The type of program used will be somewhat determined by the media. The demonstration type of program, for example, where models, charts, or other props are employed must obviously be planned for television.

Interviews, Panels, Question-and-Answer Shows. These types of programs are better adapted to radio since the emphasis is on what people are saying rather than the activity involved. Examples of the various types are found in several cities. Greensboro, N. C., conducted a 15-minute weekly television show during the school year called "Teen-Age Traffic Quiz." The show consisted of a panel of four high school students with a member of the police department acting as moderator. Viewers were invited to send in questions and topics for discussion by the teen-age group. The program also included a give-away device with senders of questions used on the program receiving merchandise. Each week members of the panel were treated to an evening's entertainment consisting of dinner and a show.

Greensboro also conducts a weekly radio show of 30 minutes on teen-age safety problems. High school students participate in a panel discussion with a member of the police department acting as moderator. Examples of topics are hot-rod driving and bicycle safety. Other cities which use television and/or radio to describe police activities and safety programs are Pasadena, Calif.; Lubbock, Tex.; Middletown, Ohio; Winston-Salem, N. C.; Enid, Okla.; Miami, Fla., and Saginaw and Grand Rapids, Mich.

Several cities use the interview type program. The mayor, city manager, and department heads are the officials most frequently called upon to participate. In Lawrence, Kan., the city manager makes a weekly radio broadcast every Wednesday at 3:30 a.m. The program consists of straight reporting of the city council meeting with the station manager in the role of John Q. Public asking questions. On occasion the manager is accompanied by one of the department heads if a subject for discussion particularly concerns that department. An example of the successful use of this device occurred when the manager and the water superintendent discussed the water shortage and were able to maintain voluntary water rationing. The manager comments that the success of this method depends to some extent on the skill and interest of the interviewer. A good program will result if he can successfully cast himself in the role of the inquiring taxpayer.

On a radio program in Saginaw, Mich., the city clerk acts as moderator and interviews a department head each month on the general functions of the department and its organization. Current interest items are used whenever possible. When school opened, for example, the head of the health department was scheduled with information on child health. When a particularly heavy snow fell, the street superintendent told about snow removal.

In Boulder, Colorado, the city manager acts as interviewer to ask department heads about current happenings and activities in their departments. The program is tape-recorded at the convenience of the city personnel so that the schedule is flexible and can be taken care of any time of the day of the broadcast. Philadelphia, Pa., presents a television show entitled "Tell It To The Mayor." The program features citizens, in person or by telephone conversation, presenting to the mayor and his department heads on a first-hand basis their questions and complaints about the city government.

Dayton, Ohio, has presented a program over television similar to that of Philadelphia. Topics were selected in advance and were discussed briefly by city experts at the beginning of the half-hour program. The moderator then asked a few questions, and the audience was invited to telephone questions to the city panel. The program was reported to have had an excellent following.

An example of a program series using the interview type of program is found in Greenville, S.C. A weekly program was carried for 26 consecutive weeks using 15-minute "tape" radio broadcasts in which the city manager interviewed council members, department heads, and key employees of the city. Topics ranged from the basic principles of the council-manager plan to discussions of municipal operations at the departmental level.

Eau Claire, Wis., has a television program which appears every Tuesday from 5:15 to 5:30 and is part of the "Take a Break" hour which is shown weekly on Monday through Friday. The program consists of interviews with city department heads and other municipal officials about various programs and services of the city government. The city manager arranges for the program with the television station staff and sends a memorandum five weeks in advance to the department head or other official who will be responsible for the program on a certain day. The department head is asked to spend as much time as possible in preparing visual aids and other materials to make the presentation more entertaining and more realistic. The official is also asked to contact the program director of the television station at least four days before the program so that the necessary background can be obtained for the interview presentation.

Various subjects that have been presented to the citizens of Eau Claire through television interviews include disaster planning, clean up-paint up week, the necessity for building inspections, the polio immunization program, zoning problems, water supply, and the summer recreational program for the city.

The cities of Pasadena, Calif.; Wichita, Kan.; Berkeley, Calif.; Middletown, Ohio; Dubuque, Iowa; and Enid, Okla., all report having used the interview type program.

Oral Reports. Another kind of program, which is related to the interview type, calls for one of the city officials to make a report. These reports are usually based on questions asked by residents. An example is found in Wichita, Kan., which has presented a 15-minute radio program, "Your City Reports," weekly since 1946. The program is read from prepared script and varies from a 15-minute straight newscast to half interview and half newscast. The mayor of Salem, Ore., conducts a radio program of 15 minutes on Sunday evenings in which he discusses various projects of interest to the public and also discusses suggestions and complaints received from the public.

In Winston-Salem, N.C., the mayor appears on a monthly 15-minute television program to discuss the problems and activities of the city. The city manager of Quincy, Mass., has appeared on a radio program entitled "Your City of Quincy Today." The manager made his broadcast every Sunday afternoon at 1:45 p.m. for a period of eight months, reporting to the people on the status of major city problems, their extent, cost, impact, and relative degree of importance. The mayor of Miami, Fla., conducts a 15-minute radio program, "The Mayor Speaks," each Saturday evening. It is devoted to a discussion of what has taken place in the city government during the past week. A similar radio program is broadcast by the mayor of Grand Rapids, Mich.

Demonstrations. Because of the extensive use of visual aids, the demonstration type of program can be presented only on television. With proper planning and capable personnel it can be highly effective. One program which described budget pro-

cedures used stage money in large quantities assembled in various piles to represent the several sources of city revenue, and redistributed to show the various appropriations which were made for different activities. This program presented in a simple and understandable way a financial procedure which is in fact rather complex.

Another demonstration program used by Kansas City, Mo., showed the street lighting system as related to traffic problems. The local power and light company provided electronic control devices which had been designed for Kansas City. The city's traffic department prepared a lighted panel which showed the effectiveness of street lighting before and after improved lighting had been installed. The lighted panel was also used to demonstrate how the turning off and on of lights by central electronic controls gave the best possible protection to the city.

The city's recreation division in Kansas City also has presented TV programs in which it demonstrated such simple things as the making of "T" kites and box kites; the tying of flies, which was of interest to fishermen; and various crafts that could be used for party decorations. Kansas City reports making extensive use of charts, models of bridges, and models of redevelopment for blighted areas, all of which have helped to interpret the development of expressways, city planning, rehabilitation, and similar subjects.

Films. Greensboro, N. C., presents a semi-weekly television show called "The Second Line." A documentary-type film is shown with various activities of the police department presented with explanation and narration by a member of the department. The script and the film are produced and edited by the police department. In addition, once each month a member of the department gives a summary of the preceding month's traffic accident picture. Still photographs and a chart are used as visual aids.

Dramatic Presentations. One type of program, seldom used by cities but deserving of exploration and experiment, is the dramatic type. Although this program demands special talents and additional time for rehearsals if it is to be effective, it does not necessarily follow that a city must hire professional talent. Many city employees have acting ability and are willing to volunteer their services and time. The dramatics department from a local college or university can help considerably in preparing programs and furnishing actors.

Wichita, Kan., has presented 15-minute dramas about certain phases of city operations. Roles are taken by various city employees interested in dramatics. In Greensboro, N. C., a weekly 30-minute radio show called "Accident of the Week" depicts a selected traffic accident using an entire cast of police officers working from scripts written and acted out by members of the department. Events leading up to the accident, the accident itself, and subsequent investigation and findings by the police department's accident investigation division are dramatically presented.

Broadcasts of City Council Meetings. Another type of program is the radio broadcast of meetings of the city council. Cities which have broadcast the full proceedings of the council include Minot, N. D.; West Palm Beach, Fla.; Two Rivers, Wis.; and Escanaba, Mich.

There is some question as to the worth of broadcasting the complete proceedings of the council. Wichita, Kan., and Grand Rapids, Mich. have weekly 30-minute radio programs presenting edited meetings of the city council. Many actions of councils

are routine and have little general interest for citizens. Reports of the city clerk, for example, often are tedious and time-consuming. Some officials feel that uncut radio broadcasts of council proceedings handicap and limit debate. Some councilmen are reluctant to express an opinion over the radio that they would freely express to a fellow councilman.

There is also the very delicate problem of personalities. Councilmen may very wisely hesitate to comment on the work or recommendation made by a colleague out of fear that it will be interpreted as a personal attack in the eyes of the public. The practice of editing the proceedings of council meetings as found in Wichita, Kans., and Grand Rapids, Mich. would appear to offer a solution. Skillful editing is essential for improving the quality and popularity of the broadcasts.

Program Responsibility

Good procedure calls for the designation of a single person to act as producer or director for TV and radio programs. The producer or director should be given responsibility for preparation of scripts, selection of personnel to participate on the programs, arranging and conducting rehearsals, and making all necessary contacts with the program director of the local TV or radio stations. A total of 20 cities have reported giving this responsibility to one person (number of cities in parentheses): city manager (9); city clerk (1); mayor's executive secretary (1); administrative assistant (4); publicity director (1); radio and TV specialist (2); public relations counsel (1); and information officer (1).

Only one city, Wichita, Kan., reported using a private public relations firm to handle its radio and TV programs. Some cities maintain full-time personnel for TV and radio work. Miami, Fla., has a TV and radio division within its publicity department. Philadelphia, Pa., employs a radio and TV specialist who is assisted by a visual aid specialist. Denver, Colo., employs a TV director. In Kansas City, Mo., an administrative assistant has been given the responsibility for presenting the city's programs, but a station technician also helps and is paid \$30 per week for his assistance.

Scheduling Programs

Cities should plan a series of telecasts or broadcasts covering a period of six months to a year even though specific programs may have to be altered or completely changed occasionally. Audiences for programs have to be cultivated and interest must be built up over a period of time. Cities using TV and radio report that the sporadic or unscheduled type of program is the least effective.

A six-month or one-year series of programs is important also from the standpoint of continuity. With a series, each program may serve to create interest in succeeding programs. Publicity for a program series is also made more effective. News releases and spot announcements may be made both before and during the series to increase the audience which at the outset will be very small.

Using a program series will enable the city to cover chosen topics thoroughly. Inadequate information will serve only to confuse rather than inform. A program series should be planned by the chief administrator in consultation with city department heads. The questions that should be determined are: (1) What specifically is the purpose of the program? (2) How, specifically, can the purpose best be achieved? (3) What city employees are best qualified to plan and prepare the programs?

Some examples of purpose might include: to inform citizens of the responsibilities and operations of their municipal government; the need for and the cost of a program of public improvements; the welfare, recreation, health, or library services of the city; law enforcement; fire protection and prevention; city planning. After determining the content or "what" of the program, the program director of the local station should be contacted to find out how much time will be granted, and when, for the city to present its story.

Under regulations of the Federal Communications Commission, TV and radio stations are required to grant free time as a public service. It should be noted, however, that no specific amount of time or any particular time during the broadcasting day has been stipulated under the regulations. The provisions read merely that time will be made available, but discretion as to how much time and when rests with the program director. Good air times vary with the seasons of the year and among cities. Listening habits are flexible.

The experience of the 30 reporting cities shows that stations are generous in granting time for public service broadcasts and telecasts. Many cities, however, have not requested time for radio or TV broadcasts. Stations can hardly be expected to prepare and present municipal programs in addition to providing free time. But if good relations are established with the program director, the station generally will cooperate with the city in providing technical assistance and advice.

The type of program used as well as the content will determine to a great extent the length of time necessary. It should be remembered, however, that the average span of attention for municipal programs normally will not exceed 15 minutes. Where a straight report is given, it would be well to limit the program to five or ten minutes. The half-hour program is more often used for panel discussions, demonstrations, and dramatic presentations. Council proceedings or public events programs may very well exceed one hour, but such programs cannot be classified as prepared and should be cut down in any event.

Various surveys indicate that the best time for getting a potentially large audience is from 8:00 to 10:00 p.m.; next best are the two hours immediately preceding this period. The best time is in the evening immediately following some popular network program. The city's program, if properly introduced, should receive the benefit of the large audience which has received the preceding program. A regular weekly program presented over the same station at the same time is preferable to broadcasting at irregular intervals. In obtaining time from the station, it may be better for the city to accept two 15-minute allotments at a preferred time than a half hour or one-hour allotment at a less desirable time.

Preparing Programs

Cities should not underestimate the time and work involved in preparing radio and television programs. They cannot be done well as an incidental or side-line activity of the chief administrator or a city department head. Nor can they be done well without professional assistance. Most cities can rely on local radio and television station personnel for technical assistance and some advice and suggestions. In addition, cities should plan on using their own personnel, time, and money--the degree depending on the number and types of programs.

Staff and Time. The number of people and the amount of time required for the production of TV and radio programs will vary depending upon the kind of program and

the experience of the personnel. The interview and panel discussion types of program require the least amount of time for preparation. Rehearsals are not necessary, and a script need not be prepared. The main requirements in the preparation of these two types of programs are determining the topic or area of discussion, contacting and briefing participants, and making arrangements for time for the telecast or broadcast. There is a wide range of difference in the amount of program preparation time reported by cities. Berkeley, Calif., and Lawrence, Kan., estimate one hour's preparation for a 15-minute radio program. These programs are presented without script. On the other hand in Saginaw, Mich., which presents a 15-minute interview type program with prepared script, it is estimated that 8 hours are spent in preparation.

Preparation for the 30-minute television program in Kansas City, Mo., requires three hours rehearsal for participants on the program. No estimate was reported for the amount of time required for drafting the script. General statements from cities which produce television programs indicate that much more time is required than for radio. Additional time is required for rehearsals and the preparation of visual aids to be used on the program. Too many variables are present to attempt to set up any standards for the number of employees and the amount of time that should be budgeted for television and radio programs. Each city will have to establish its own standards on the basis of its particular circumstances and experience.

Scripts and Other Material. In obtaining materials and determining the content of programs, the city employee responsible for production should determine what the city wishes to report to its citizens and obtain information on what citizens wish to know about their city government. When decisions have been made on the purpose and content of programs, it is the job of the TV and radio producer to conduct research and to consult with department heads and departmental employees to obtain information and data to be used for programs.

It will be found that a written script has certain advantages when presenting radio programs. One of the principal advantages of prepared scripts is that programs can be accurately timed and can be improved as a result of rehearsals. Scripts should be prepared or edited by trained script writers and should be reviewed by persons trained in radio production and techniques. The task of preparing the tentative draft might well be assigned to a municipal employee whose work can then be turned over to the person in charge of the program who, with the help of a trained script writer, will put it into shape for actual use.

Scripts used for televised programs have to be memorized by the participants. Television scripts should not be needed with good participants, careful planning, and adequate rehearsals. Certainly the reading of written materials on telecasts will serve merely to bore viewers. Materials used for television should tell an interesting story and have good continuity and balance. Use of statistics should be avoided. In the rare instances they are used, they should be accompanied by good simple comparisons that have meaning for the average person.

Whenever possible, program topics should be timely. An attempt should be made to key programs to current problems and activities. A program on budgeting, for example, should be presented when the city council is conducting budget hearings. A program on public improvements could be presented at a time when voters are asked to approve a bond issue.

Programs that are built around an interview or panel discussion should be done

without script. These types of programs depend for their success on spontaneity and the give and take of the individuals participating. An outline of questions or topics may be reviewed previous to the program to keep the discussion on predetermined topics, but rehearsed discussions with robot delivery are easily detected by the audience.

Visual Aids. No television program should be presented without the use of visual aids. The basic reason for choosing television rather than radio is that there is something for the audience to see as well as to hear. Charts, graphs, models, actual equipment, photographs, movies, and other visual aids should be carefully selected to illustrate information or activities. Special films are an excellent aid for TV programs. If films were prepared only for a single TV program the cost would be prohibitive, but special films on municipal activities may continue to be used for special showings to civic groups and for classroom instruction in schools.

Eau Claire, Wis., has made effective use of visual aids in a series of television programs. When the subject of a new water filtration plant was discussed, for example, 120 gallon jugs of water formed a background for the audience to see and appreciate how little was being charged (or how much they received) for this essential commodity. On one of the police department safety programs, miniature signals and crosswalks were used to illustrate safe driving and pedestrian habits.

Selection of Participants. Speakers or participants on municipal TV and radio programs should be selected on the basis of their qualifications for radio broadcasting and telecasting rather than on the basis of their position, although it is desirable in many instances for city officials to appear on the program because they are well known and because of their knowledge of municipal activities. A good appearance, voice, and ability to put across the information to an audience are just as important as the information itself. Participants should have dynamic qualities and good speech delivery. Selecting participants from the lower echelons of the administration serves a two-fold purpose: exceptionally well-qualified personnel may be employed, and additional opportunities for recognition are thus opened to employees.

Stand-by personnel should be arranged for, especially in the case of television programs, where a sudden illness or other circumstances may prevent a participant from appearing or where a program may have to be changed on short notice. Personnel should be available for replacements in order that the city may fulfill its obligation to the station to use the free time which has been granted.

Rehearsals. All programs should have some rehearsal before presentation. For the interview and panel types of programs a mere briefing on questions and subjects to be discussed may be sufficient. But where scripts are used a complete rehearsal is necessary. The program will have to be timed to make certain the script material fits the time allotment, and participants should become familiar with cues and their own particular lines.

Extensive and complete rehearsal must be had for the TV demonstration type of show. All visual aids or props require spotting for predetermined camera angles which must be worked out before the show is presented.

Advertising and Publicity

Advertising and publicity for television and radio programs are as important as the programs themselves. Announcements of municipal programs may be posted in schools, libraries, and civic clubs. Programs may also be advertised in the newspapers and on cards carried by street cars and buses. Spot announcements can also be used and should be made at several different times during the day previous to the broadcast itself. A common practice is to announce at the close of each program the time of the next program and to indicate any special features.

Another device is to prepare special bulletins announcing the program and distribute them to school children who may carry the bulletins home to their parents. Radio and television logs of local newspapers should carry a notation to indicate the day, time, and station on which the program is to be presented. Direct mail advertising may be employed by enclosing a leaflet with utility bills announcing the city's television or radio programs. Another form of direct mail advertising is to make a postcard mailing to all residents listed on the tax rolls of the city.

Measuring Public Reaction

A professional survey of public reaction to the city's programs will in most cases be too costly, and the nature of the program would not warrant the expenditure. Other devices may be used which, though not as comprehensive, will serve to give some indication of the success or failure of the programs. Success of programs can be measured to some extent by "mail pull" methods. Viewers and listeners may be invited to write or telephone for free pamphlets compiled by the departments or copies of reports. Free theatre tickets may be offered for the best questions submitted concerning the city's organization or activities. In some cities viewers and listeners are invited to visit the city hall or to request special free booklets on municipal government. In nearly all attempts to get "mail pull," something free is offered to those who respond.

Another method of measuring public reaction is the telephone survey. Wichita, Kan., ran its own survey on the city's radio program by sampling 500 homes by telephone during the period of the broadcast. Another measuring technique, used in cooperation with school officials, is to ask school pupils to fill out a questionnaire to indicate whether or not the city's program has been received in the home, or the questionnaire may be taken home to parents to be filled out and returned to the school.

Limited Use of Radio and TV

For cities which do not wish to take on the full responsibility of presenting television or radio programs, limited use of these media is still available. Spot announcements and news releases may be prepared to carry special messages on safety programs, tax collections, new ordinances, or news of city government activities of special interest to citizens. City officials may also report to the public by participating in programs which are sponsored and presented by civic organizations or the local station.

Types of programs to which officials are most often invited are the interview and panel discussion. Invitations to these programs should be accepted with caution, however. The chief administrator and department heads should be wary of invitations

which have for their purpose the embarrassment or heckling of the administration or an attempt to elicit statements which may commit the city council or influence future policy decisions. City officials should request a thorough briefing on the nature and content of such programs before consenting to act as participants. Usually in a situation of this kind, it is better for city councilmen to appear on the program.

NOTE: Grateful acknowledgment is made to the following persons who reviewed a tentative draft of this report and offered helpful suggestions for improvement: L. P. Cookingham, city manager, Kansas City, Mo.; Earl C. Nightingale, radio and television producer, Station WGN and WGN-TV, Chicago; David D. Rowlands, city manager, Eau Claire, Wis.; Harold F. Schneidman, chief, bureau of public information and service, Philadelphia; and Harold Yungmeyer, aide to the city manager, Wichita, Kan.

Thirty cities supplied information to MIS on their use of radio and television. Their assistance gives substance to the report. These cities are: Berkeley and Pasadena, Calif.; Boulder and Denver, Colo.; Miami and West Palm Beach, Fla.; Des Moines and Dubuque, Iowa; Lawrence and Wichita, Kan.; Quincy, Mass.; Escanaba, Marysville, and Saginaw, Mich.; Kansas City, Mo.; Syracuse, N. Y.; Greensboro and Winston-Salem, N. C.; Minot, N. D.; Dayton and Middletown, Ohio; Enid, Okla.; Salem, Ore.; Philadelphia, Pa.; Greenville, S. C.; Austin and Lubbock, Tex.; Norfolk, Va.; and Eau Claire and Two Rivers, Wis.

